AgileSparks
Challenging your comfort zone

CASE STUDY

Increasing visibility and cross-product alignment

Radware® (NASDAQ: RDWR), is a global leader of cyber security and application delivery solutions for physical, cloud, and software defined data centers. Its award-winning solutions portfolio secures the digital experience by providing infrastructure, application, and corporate IT protection and availability services to enterprises globally. Radware's solutions empower more than 12,500 enterprise and carrier customers worldwide to adapt to market challenges quickly, maintain business continuity and achieve maximum productivity while keeping costs down.

The challenge

- Waterfallish development processes - long Product - Dev - QA handoffs that create long cycles with low visibility and predictability while the security market demands fast response time.
- Dependencies on Hardware and between different products (5 distinct product lines) create very challenging release and delivery processes.

AgileSparks solutions

- Management Workshop within each product line.
- Working with top management to analyze the organizational level challenges and the required change management.
- Working with Radware managers and teams worldwide.
- Using the ALM tool (Rally) as the main source of truth for all participants.
- Training everyone - Product Owners, Scrum Masters, and all teams.
- Designing and launching 5 Agile Release Trains (ART), one per product line.
- Program Increment Planning.
- Stabled and synchronized cadence across the entire company.

Results

- Reduced release integration and stabilization time by 40%.
- Improved quality of the delivered features by 50%-70% ("Done is Done").
- Ability to prioritize and focus on the most critical features improved Radware's predictability rate by more than 50%.
- The teams ownership of features help to reduce resolution time for incidents by more than 40%.
- Improved employees motivation and engagement (understand the business impact and focus on new feathers instead of rework), reduced attrition rate by 40%.

> *We have complex products and compete in a very dynamic market, so going Agile was a necessity. AgileSparks coaches have helped us in the last couple of years improve dramatically the quality of our products as well as our time to market. The quarterly planning event improved visibility and the company's ability to focus on the "Anchor Features" and by that improved the predictability of our releases. Agile helped us improve the service to our customers and at the same time, enhanced the motivation and satisfaction of our employees and we saw a sharp positive change in retention. I look forward to continuing our work with the AgileSparks coaching team to take our Agility even further".*

Nir Hepner,
VP R&D Enablement
Radware